

DRAFT

Capital Improvements Program

2012 through 2021

Greenfield, New Hampshire

**Completed by the
Greenfield Planning Board
Date: October 10, 2011**

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Introduction:

This CIP has been created for the Town of Greenfield, NH by the Greenfield Planning Board (PB). The PB worked with Town Department Heads in developing the report which contains a reasonably comprehensive list of all vehicle, major equipment considered for purchase by the Town. The CIP will provide a good starting point for the Select Board and Budget Advisory Committee to evaluate and develop recommendations for actions regarding capital purchases.

Capital projects for a New Hampshire town the size of Greenfield are defined as “any expenditure for a project or facility having a useful life of at least three years, requiring a gross expenditure of at least \$5,000 and creating a depreciable asset”. New Hampshire RSA 674:5 provides for the creation and updating of a CIP.

A Capital Improvements Program has a number of significant purposes. Among them are:

- Provide a link between the Town’s Master Plan goals, land use ordinances and economic development.
- Bridge the gap between planning and spending.
- Minimize the use of stop-gap measures to fund public health, safety and welfare activities.
- Anticipate investments in community facilities needed to shape the pattern of growth and development in Greenfield.
- Improve coordination and communication between town departments by identifying and sharing information relative to each department’s needs.
- Avoid undue sudden tax increases by promoting discussion of new capital expenditures over time.
- Develop a fair distribution of capital costs by promoting public discussion on the means of funding capital projects.
- Build a foundation for impact fees and/or growth management ordinances should the town decide to enact either or both.
- Support economic development by demonstrating a sound fiscal plan for the town.

Process:

The Planning Board (PB) began its work on the CIP in the Spring, 2011 by reviewing copies of the department’s CIP spreadsheets from last year’s CIP and preparing new worksheets. Using the prior year CIP the Town Department heads have a starting point for review and to develop their proposals.

During the Summer, members of the PB met with and obtained information from each department head detailing all the capital projects they’re proposing or continuing for the period 2012 through 2021. The updated data was entered into spreadsheets, an inflation factor applied and reviewed by the Planning Board.

Priorities and recommended implementation time frames were reviewed by the Planning Board. Printed copies of the CIP will be distributed to the Planning Board, the Budget Advisory Committee and the Board of Selectmen for their review.

No Master Plan review was undertaken for this CIP, since the PB is just commencing work on the Master Plan update.

CIP Committee's Findings and Recommendations:

- In the original CIP created during 2005 and in the CIP update produced last year, various non-trivial upgrades needed to the Town Office Building were highlighted. **The Planning Board anticipated analyzing the town office requirements in detail during 2009, but was unable to do the work. Based on requests for space in Town Hall during this year's CIP process, it appears the study should be undertaken for 2012.**
- Following is a comparison of the 'Urgent', 'Committed' and 'Necessary' capital projects (see definitions below) proposed by Greenfield's operating departments for the period 2005 through 2021 vs. those proposed in previous years:

<u>2011-2020</u>	<u>2010-2019</u>	<u>2009-2018</u>	<u>2008-2017</u>	<u>2007-2016</u>	<u>2006-2015</u>
\$3,242,390	\$3,502,605	\$3,492,395	\$3,668,939	\$3,547,970	\$2,653,822

The "Urgent", Committed' and "Necessary" priorities are defined as follows:

Urgent	"Cannot be delayed. Needed for health or safety."
Committed	"Part of an existing contractual agreement or otherwise legally required."
Necessary	"Needed to maintain existing level and quality of community services. Needed within one to three years."

The 'Urgent', 'Committed' and 'Necessary' projects for each department are shown in the spreadsheets found on pages 7 through 15 of this document. The summary of CIP requests is contained on page 6.

- All projections for 2012 through 2021 include an estimated 3% annual rate of inflation.
- All projects provided by the Planning Board with a priority of 'Urgent' or 'Necessary' are to replace existing facilities or vehicles with a few exceptions.
- The Planning Board continues to recommend that all vehicles be purchased through a lease-purchase arrangement with the costs spread over a three or four year period until capital reserves are in place.
- All lease-purchases and proposed bond issues include a conservative 6% annual rate of interest.
- Various projects may be funded through specific grants available. Where these funding sources have been identified, they are shown with the individual projects. Funding for other recommended capital projects may be provided by a bond or other sources being investigated.

The following departments were interviewed by the indicated PB Member.

<u>Department</u>	<u>Planning Board Member</u>	<u>Department Response</u>
Police	M. Steere	Changes submitted
Fire	B. Marshall	Changes submitted
Town Clerk	G. Morris	Changes submitted
Tax Collector	G. Morris	Changes submitted
Administration	G. Morris	Changes submitted
Library	R. Marshall	Changes submitted
Parks & Recreation		No information
Highway / DPW	M. Steere	Changes submitted
Recycling	M. Borden	Changes submitted

Recommendations:

1. Continue to promote and fund capital reserve accounts to smooth the financial impact on the Town and taxpayers.
2. Plan to sequence vehicle purchases for DPW, Fire and Police so that each department has only one payment at a time and/or capital reserves are adequate to fund the purchases.
3. Revisit DPW – Road priorities with the DPW Director and Road Commission once the road study is completed.
4. Create a committee to study long-term needs of the town for office space including the tax collector, town clerk, police, administration, etc. Such recommendation could include renovation to existing facilities or new construction.

CIP Data for 2012 - 2021 as of 10/10/11 - Urgent+Committed+Necessary - Summary

Department	Est Cost in Today's \$	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
Police	\$100,000		\$6,250	\$6,438	\$6,631	\$13,892	\$7,274	\$14,743	\$15,185	\$7,692	\$15,422	\$93,526
Fire	\$1,074,329	\$86,471	\$89,065	\$91,737	\$94,489	\$62,546	\$93,084	\$90,648	\$93,366	\$75,109	\$175,237	\$951,752
Town Clerk	\$10,000	\$10,000										\$10,000
Tax Collector												
Admin	\$54,394	\$13,599	\$14,006	\$14,427	\$14,859							\$56,891
Library	\$10,700	\$10,700										\$10,700
Highway - Roads	\$5,000,000	\$500,000	\$515,000	\$530,450	\$546,364	\$562,754	\$579,637	\$597,026	\$614,937	\$633,385	\$652,387	\$5,731,940
DPW - Facilities	\$645,000	\$48,333	\$99,783	\$102,777	\$53,045	\$54,636	\$56,275	\$57,964	\$59,703	\$61,494	\$63,339	\$657,349
DPW - Vehicles	\$692,100	\$72,556	\$75,300	\$57,289	\$72,616	\$30,900	\$89,827	\$92,522	\$95,297	\$30,596	\$31,514	\$648,418
Recycling Center	\$109,000	\$16,203	\$15,087	\$19,628	\$27,216	\$23,927	\$11,893	\$7,649				\$121,603
Parks and Recreation												
Total	\$7,695,523	\$757,862	\$814,492	\$822,744	\$815,220	\$748,656	\$837,991	\$860,551	\$878,488	\$808,276	\$937,899	\$8,282,179

NOTES:

See notes on each department's spreadsheet.

Town Clerk and Tax Collector have submitted identical proposals.

Sources for funding projects (e.g. bond issue(s), grants, etc.) are being investigated.

Costs adjusted for an estimated 3% annual rate of inflation.

Inflation factors:	1.03	1.061	1.093	1.126	1.159	1.194	1.230	1.267	1.305	1.344
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Vehicles purchased on a four-year or five-year lease-purchase plan adjusted for an estimated 6% annual rate of interest.

Year of lease:	1st	2nd	3rd	4th	5th
Multiplier:	1.000	1.060	1.124	1.191	1.262

Ten year bond adjusted for an estimated 6% annual rate of interest.

Year of lease:	1st	2nd	3rd	4th	5th	6th	7th	8th	9th
Multiplier:	1.000	1.060	1.124	1.191	1.262	1.338	1.419	1.504	1.594

CIP Data for 2012 - 2021 as of 10/10/11 - Urgent+Committed+Necessary - Police Department

Project	Dep't Priority	PB Priority	Est Cost in Today's \$	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
Cruiser 1 Replacement	2	N	\$25,000					\$7,063	\$7,274	\$7,493	\$7,717			\$29,547
Cruiser 2 Replacement	1	U	\$25,000		\$6,250	\$6,438	\$6,631	\$6,830						\$26,148
Cruiser 1 Replacement	4		\$25,000										\$7,500	\$7,500
Cruiser 2 Replacement	3		\$25,000							\$7,250	\$7,468	\$7,692	\$7,922	\$30,331
														\$0
														\$0
														\$0
														\$0
Total			\$100,000		\$6,250	\$6,438	\$6,631	\$13,892	\$7,274	\$14,743	\$15,185	\$7,692	\$15,422	\$93,526

NOTES:

The CIP schedule for replacement of Police Cruisers is after five years of service. However, if the condition and maintenance of a cruiser warrants, on agreement of the Board of Selectmen and Chief, an extension of the replacement timeframe is possible. This should allow a spread of purchase cycle to be implemented if a cruiser is in good condition.

History of police cruisers shows mileage of approximately 21,000 per year which would indicate replacement between 100,000 and 120,000 miles.

CIP Data for 2012 - 2021 as of 10/10/11 - Urgent+Committed+Necessary - Fire Department

Project	Dep't Priority	PB Priority	Est Cost in Today's \$	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
1976 Ford Pumper	2	U	\$250,000	\$64,375	\$66,306	\$68,295	\$70,344							\$269,320
Forestry Truck w/ Skid Mount Tank & Pump, 1977 Dodge Pick-up			\$45,000	\$11,587	\$11,935	\$12,293	\$12,662							\$48,477
1988 International Tanker	3	N	\$175,000					\$50,718	\$52,239	\$53,807	\$55,421			\$212,185
1989 Chevy Crew Cab w/ Extrication & Rescue Equip	4	N	\$79,000							\$24,293	\$25,021	\$25,772	\$26,545	\$101,631
1988 Ford Ambulance			\$110,000									\$36,025	\$37,106	\$73,131
1999 Freightline Pumper			\$290,000										\$97,875	\$97,875
Replace Extraction Equip	5	N	\$23,303						\$28,663					\$28,663
Replace Turnout Gear	1	N	\$102,026	\$10,509	\$10,824	\$11,149	\$11,483	\$11,828	\$12,182	\$12,548	\$12,924	\$13,312	\$13,711	\$120,470
Total			\$1,074,329	\$86,471	\$89,065	\$91,737	\$94,489	\$62,546	\$93,084	\$90,648	\$93,366	\$75,109	\$175,237	\$951,752

NOTES:

Future replacement of 2005 Rescue One Boat, Merc 40 Motor w/ Trailer, Removable Floating Seats, Removable Light Bar, Deployable Diving/Rescue Platform.

CIP Data for 2012 - 2021 as of 10/10/11 - Urgent+Committed+Necessary - Town Clerk

Project	Dep't Priority	PB Priority	Est Cost in Today's \$	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
Fire Proof Cabinets	1	N	\$10,000	\$10,000										\$10,000
Total			\$10,000	\$10,000										\$10,000

NOTES:

Requesting a larger office space for computers, printers, file cabinets to provide customer service.

CIP Data for 2012 - 2021 as of 10/10/11 - Urgent+Committed+Necessary - Tax Collector

Project	Dep't Priority	PB Priority	Est Cost in Today's \$	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
New Computer	1	N	\$5,000	\$5,000										\$5,000
Total			\$5,000	\$5,000										\$5,000

NOTES:

Department required to keep up with new software. (May or may not be over \$5,000)

CIP Data for 2011 - 2020 as of 10/10/11 - Urgent+Committed+Necessary - Administration

Project	Dep't Priority	PB Priority	Est Cost in Today's \$	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
Parking Lot Lights	1	U	\$5,800	\$1,450	\$1,494	\$1,538	\$1,584							\$6,066
Replace Walkway to Parking Lot	2	U	\$23,500	\$5,875	\$6,051	\$6,233	\$6,420							\$24,579
Office Windows Upgrade	3	N	\$25,094	\$6,274	\$6,462	\$6,656	\$6,855							\$26,246
Total			\$54,394	\$13,599	\$14,006	\$14,427	\$14,859							\$56,891

NOTES:

The three items listed have continued as needs for the Town Hall facility and carryover from last year.

CIP Data for 2012 - 2021 as of 10/10/11 - Urgent+Committed+Necessary - Library

Project	Dep't Priority	PB Priority	Est Cost in Today's \$	2012	2013	\$2,014	\$2,015	2016	2017	2018	2019	2020	2021	Total
IT Upgrade	1	N	\$5,200	\$5,200										\$5,200
Public Access Upgrade	2	N	\$5,500	\$5,500										\$5,500
Total			\$10,700	\$10,700										\$10,700

NOTES:

IT Upgrade - Staff PC Upgrade w/ Automation SW.

Public Access Upgrade - Upgrade Public Access Computers

CIP Data for 2012 - 2021 as of 10/10/11 - Urgent+Committed+Necessary - Highway Department / Roads

Project	Dep't Priority	PB Priority	Est Cost in Today's \$	2012	2013	2,014	2,015	2016	2017	2018	2019	2020	2021	Total
Roads	1	U	\$5,000,000	\$500,000	\$515,000	\$530,450	\$546,364	\$562,754	\$579,637	\$597,026	\$614,937	\$633,385	\$652,387	\$5,731,940
Total			\$5,000,000	\$500,000	\$515,000	\$530,450	\$546,364	\$562,754	\$579,637	\$597,026	\$614,937	\$633,385	\$652,387	\$5,731,940

NOTES:

The Road Commission has included \$500,000 per year cost for repair and rebuilding of roads based on an initial review. A study is currently underway to refine costs and develop a schedule for road repairs and reconstruction. The road and vehicle maintenance, and snow removal costs are contained in the operating budget.

CIP Data for 2012 - 2021 as of 10/10/11 - Urgent+Committed+Necessary - DPW / Facilities

Project	Dep't Priority	PB Priority	Est Cost in Today's \$	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
Salt & Sand Storage Building	1	U	\$145,000	48,333	49,783	51,277								\$149,394
New DPW Garage	2	N	\$500,000		50,000	51,500	53,045	54,636	56,275	57,964	59,703	61,494	63,339	\$507,955
														\$0
														\$0
														\$0
Total			\$645,000	\$48,333	\$99,783	\$102,777	\$53,045	\$54,636	\$56,275	\$57,964	\$59,703	\$61,494	\$63,339	\$657,349

NOTES: Item 2 last payment due 2022

The existing Salt & Sand storage area is out of compliance with NH State requirements; a building is needed to meet these requirements. The desire is to place this new building near the future location of the DPW Garage.

The future location of a new DPW garage has been under discussion for sometime; the garage to be placed in a more central location on Town owned property. The 2013 date of the relocation was for the CIP, it is expected that during the next year this or some other date will be determined for this move.

CIP Data for 2011 - 2020 as of 10/10/11 - Urgent+Committed+Necessary - DPW / Vehicles

Project	Dep't Priority	PB Priority	Est Cost in Today's \$	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
Tandem Dump (10 Wheeler) w/ Plow	1	U	\$195,000	39000	\$40,170	\$41,375	\$42,616							\$163,161
3/4 Ton Pickup	2	U	\$45,000	\$15,000	\$15,450	\$15,914								\$46,364
Dump (6 Wheeler)	3	N	\$150,000				\$30,000	\$30,900	\$31,827	\$32,782	\$33,765			\$159,274
F550 (One Ton)		C	\$72,100	\$18,556	\$19,680									\$38,236
F550 (One Ton)	4	N	\$90,000						\$30,000	\$30,900	\$31,827			\$92,727
Backhoe 4WHD	5	N	\$140,000						\$28,000	\$28,840	\$29,705	\$30,596	\$31,514	\$148,656
Cat 920 Loader		C	\$128,750	\$29,860	\$31,594	\$33,502	\$35,498							\$130,454
														\$0
Total			\$692,100	\$72,556	\$75,300	\$57,289	\$72,616	\$30,900	\$89,827	\$92,522	\$95,297	\$30,596	\$31,514	\$648,418

NOTES:

The 10 Wheeler (primary haul and snow removal vehicle) is scheduled for replacement in 2012.

Purchase of a pickup truck for general use is needed to eliminate wear and tear on larger and less economical equipment, expect a used vehicle can be purchased for under \$25,000.

Loader replacement is planned for 2025, current cost \$135,000.

Grader replacement is planned for 2030, current cost \$200,000.

CIP Data for 2012 - 2021 as of 10/10/11 - Urgent+Committed+Necessary - Recycling Center

Project	Dep't Priority	PB Priority	Est Cost in Today's \$	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
Compactor & Box	1	N	\$25,000	\$16,203	\$3,757	\$3,870	\$3,986							\$27,817
Dock	2	N	\$30,000		\$7,725	\$7,957	\$8,195	\$8,441						\$32,319
2 Containers	3	N	\$14,000		\$3,605	\$3,713	\$3,825	\$3,939						\$15,082
Horizontal Baler	4	N	Unknown											\$0
Front & Rear Overhangs	5	N	\$15,000			\$4,088	\$4,210	\$4,336	\$4,467					\$17,101
Compactor & Box	6	N	\$25,000				\$7,000	\$7,210	\$7,426	\$7,649				\$29,285
Glass Crusher	7	N	Unknown											\$0
														\$0
Total			\$109,000	\$16,203	\$15,087	\$19,628	\$27,216	\$23,927	\$11,893	\$7,649				\$121,603

NOTES:

The items listed on the CIP are for improvements in service and convenience of the customers, and to increase the income generated by the Recycling Center.

CIP Data for 2012 - 2021 as of 10/10/11 - Urgent+Committed+Necessary - Parks & Recreation Department

Project	Dep't Priority	PB Priority	Est Cost in Today's \$	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
														\$0
														\$0
														\$0
														\$0
														\$0
Total			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

NOTES:

Select Board responsible for Parks & Recreation Department - no capital items currently in the plans.